

Utah's Division of Child and Family Services

Eastern Region Report

Qualitative Case Review Findings

Review Conducted October 27-31, 2003

*A Joint Report by
The Child Welfare Policy and Practice Group
and
The Office of Services Review, Department of Human Services*

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I. Introduction

The Division of Child and Family Services (the Division) completed a comprehensive plan for the delivery of services to families and children in May 1999, entitled The Performance Milestone Plan (the Plan) pursuant to an order issued by United States District Court Judge Tena Campbell. On October 18, 1999, Judge Campbell issued an order directing the Division as follows:

- The Plan shall be implemented.
- The Child Welfare Policy and Practice Group (the Child Welfare Group) shall remain as monitor of the Division's implementation of the Plan.

The Plan provides for four monitoring processes. Those four processes are: a review of a sample of Division case records for compliance with case process requirements, a review of the achievement of action steps identified in the Plan, a review of outcome indicator trends, and, specific to the subject of this report, a review of the quality of actual case practice. The review of case practice assesses the performance of the Division's regions in achieving practice consistent with the practice principles and practice standards expressed in the Plan, as measured by the Qualitative Case Review (QCR) process.

The Plan provides for the QCR process to be employed as one method of assessing frontline practice for purposes of demonstrating performance sufficient for exit from the David C. Settlement Agreement and court jurisdiction. Related to exit from qualitative practice provisions, the Division must achieve the following in each region in two consecutive reviews:

- 85% of cases attain an acceptable score on the child and family status scale.
- 85% of cases attain an acceptable score on the system performance scale, with core domains attaining at least a rating of 70%.

The Plan anticipates that reports on the Division's performance, where possible, will be issued jointly by the Child Welfare Group and the Division, consistent with the intent of the monitor and the Division to make the monitoring process organic to the agency's self-evaluation and improvement efforts.

II. Practice Principles and Standards

In developing the Plan, the Division adopted a framework of practice, embodied in a set of practice principles and standards. The training, policies, and other system improvement strategies addressed in the Plan, the outcome indicators to be tracked, the case process tasks to be reviewed, and the practice quality elements to be evaluated through the QCR process all reflect these practice principles and standards. They are listed below:

Protection	Development	Permanency
Cultural Responsiveness	Family Foundation	Partnerships
Organizational Competence	Treatment Professionals	

In addition to these principles or values, the Division has express standards of practice that serve both as expectations and as actions to be evaluated. The following introduction and list is quoted directly from the Plan.

Though they are necessary to give appropriate direction and to instill significance in the daily tasks of child welfare staff, practice principles cannot stand alone. In addition to practice principles, the organization has to provide for discrete actions that flow from the principles. The following list of discrete actions, or practice standards, have been derived from national practice standards as compiled by the CWPPG, and have been adapted to the performance expectations that have been developed by DCFS. These practice standards must be consistently performed for DCFS to meet the objectives of its mission and to put into action the above practice principles. These standards bring real-life situations to the practice principles and will be addressed in the Practice Model development and training.

- 1. Children who are neglected or abused have immediate and thorough assessments leading to decisive, quick remedies for the immediate circumstances, followed by long-range planning for permanency and well-being.*
- 2. Children and families are actively involved in identifying their strengths and needs and in matching services to identified needs.*
- 3. Service plans and services are based on an individualized service plan, using a family team (including the family, where possible and appropriate, and key support systems and providers), employing a comprehensive assessment of the child and family's needs, and attending to and utilizing the strengths of the child and his/her family strengths.*
- 4. Individualized plans include specific steps and services to reinforce identified strengths and meet the needs of the family. Plans should specify steps to be taken by each member of the team, time frames for accomplishment of goals, and concrete actions for monitoring the progress of the child and family.*
- 5. Service planning and implementation are built on a comprehensive array of services designed to permit children and families to achieve the goals of safety, permanence and well-being.*
- 6. Children and families receive individualized services matched to their strengths and needs and, where required, services should be created to respond to those needs.*

7. *Critical decisions about children and families, such as service plan development and modification, removal, placement and permanency, are, whenever possible, to be made by a team including the child and his/her family, the family's informal helping systems, foster parents, and formal agency stakeholders.*
8. *Services provided to children and families respect their cultural, ethnic, and religious heritage.*
9. *Services are provided in the home and neighborhood-based settings that are most appropriate for the child and family's needs.*
10. *Services are provided in the least restrictive, most normalized settings appropriate for the child and family's needs.*
11. *Siblings are to be placed together. When this is not possible or appropriate, siblings should have frequent opportunities for visits.*
12. *Children are placed in close proximity to their family and have frequent opportunities for visits.*
13. *Children in placement are provided with the support needed to permit them to achieve their educational and vocational potential with the goal of becoming self-sufficient adults.*
14. *Children receive adequate, timely medical and mental health care that is responsive to their needs.*
15. *Services are provided by competent staff and providers who are adequately trained and who have workloads at a level that permit practice consistent with these principles.*

III. The Qualitative Case Review Process

Historically, most efforts at evaluating and monitoring human services, such as child welfare, made extensive, if not exclusive, use of methods adapted from business and finance. Virtually all of the measurements were quantitative and involved auditing processes: counting activities, checking records, and determining if deadlines were met. Historically, this was the approach during the first four years of compliance monitoring in the David C. Settlement Agreement. While the case process record review does provide meaningful information about accomplishment of tasks, it is at best incomplete in providing information that permits meaningful practice improvement.

Over the past decade there has been a significant shift away from exclusive reliance on quantitative process oriented audits and toward increasing inclusion of qualitative approaches to evaluation and monitoring. A focus on quality assurance and continuous quality improvement has begun to find increasing favor, not only in business and in industry, but also in health care and human services.

The reason for the rapid ascent of the “quality movement” is simple: it not only can identify problems, it can help solve them. For example, a qualitative review may not only identify a deficiency in service plans, but may also point to why the deficiency exists and what can be done to improve the plans. By focusing on the critical outcomes and the essential system performance to achieve those outcomes, attention begins to shift to questions that provide richer, more useful information. This is especially helpful when developing priorities for practice improvement efforts. Some examples of the two approaches may be helpful:

AUDIT FOCUS :

“Is there a current service plan in the file?”

QUALITATIVE FOCUS :

“Is the service plan relevant to the needs and goals, and coherent in the selection and assembly of strategies, supports, services, and timelines offered?”

AUDIT FOCUS :

“Were services offered to the family?”

QUALITATIVE FOCUS :

“To what degree are the implementation of services and results of the child and family service plan routinely monitored, evaluated, and modified to create a self-correcting and effective service process?”

The QCR process is based on the Service Testing™ model developed by Human System and Outcomes, Inc., which evolved from collaborative work with the State of Alabama, designed to monitor the R. C. Consent Decree. The Service Testing™ model has been specifically adapted for use in implementing the Plan by the Division and by the court monitor, the Child Welfare Group, based on the Child Welfare Group’s experience in supporting improvements in child welfare outcomes in 11 other states. Service Testing™ represents the current state of the art in evaluating and monitoring human services, such as child welfare. It is meant to be used in concert with other sources of information, such as record reviews and interviews with staff, community stakeholders, and providers.

The Utah QCR process makes use of a case review protocol adapted for use in Utah from protocols used in 11 other states. The protocol is not a traditional measurement designed with specific psychometric properties. The QCR protocol guides a series of structured interviews with key sources such as children, parents, teachers, foster parents, Mental Health providers, caseworkers, and others to support professional appraisals in two broad domains: Child and Family Status and System Performance. The appraisal of the professional reviewer examining

each case is translated to a judgment of acceptability for each category of functioning and system performance reviewed using a six-point scale ranging from “Completely Unacceptable” to “Optimally Acceptable.” The judgment is quantified and combined with all other case scores to produce overall system scores.

The Utah QCR instrument assesses child and family status issues and system performance in the following discrete categories. Because some of these categories reflect the most important outcomes (Child and Family Status) and areas of system functioning (System Performance) that are most closely linked to critical outcomes, the scoring of the review involves differential weighting of categories. For example, the weight given permanence is higher than for satisfaction. Likewise, the weight given functional assessment is higher than the weight for successful transitions. These weights, applied when cases are scored, affect the overall score of each case. The weight for each category is reflected parenthetically next to each item.

Child and Family Status	System Performance
Child Safety (x3)	Child/Family Participation (x2)
Stability (x2)	Team/Coordination (x2)
Appropriateness of Placement (x2)	Functional Assessment (x3)
Prospects for Permanence (x3)	Long-Term View (x2)
Health/Physical Well-Being (x3)	Child and Family Planning (x3)
Emotional/Behavioral Well-Being (x3)	Plan Implementation (x2)
Learning Progress (x2), <i>OR</i> ,	Supports/Services (x2)
Learning/Developmental Progress (x2)	Successful Transitions (x1)
Caregiver Functioning (x2)	Effective Results (x2)
Family Functioning/Resourcefulness (x1)	Tracking Adaptation (x3)
Satisfaction (x1)	Caregiver Support (x1)
Overall Status	Overall System Performance

The fundamental assumption of the Service Testing™ model is that each case is a unique and valid test of the system. This is true in the same sense that each person who needs medical attention is a unique and valid test of the health care system. It does not assume that each person needs the same medical care, or that the health care system will be equally successful with every patient. It simply means that every patient is important and that what happens to that individual patient matters. It is little consolation to that individual that the type of care they receive is usually successful. This point becomes most critical in child welfare when children are currently, or have recently been, at risk of serious harm. Nowhere in the child welfare system is the unique validity of individual cases clearer than the matter of child safety.

Service Testing™, by aggregating the systematically collected information on individual cases, provides both quantitative and qualitative results that reveal in rich detail what it is like to be a consumer of services and how the system is performing for children and families. The findings of the QCR will be presented in the form of aggregated information. There are also case stories written at the conclusion of the set of interviews done for each case. They are provided to clarify the reasons for scores assigned, to offer steps to overcome obstacles or maintain progress, and as illustrations to put a “human face” on issues of concern.

Methodology

Cases reviewed were randomly selected from the universe of the case categories of out-of-home (SCF), Protective Family Preservation (PFP) services, Protective Services Supervision (PSS), and Protective Service Counseling (PSC) in the region. These randomly selected cases were then inserted into a simple matrix designed to ensure that critical facets of the Division population are represented with reasonable accuracy. These variables stratified the sample to insure that there was a representative mix of cases of children in out-of-home care and in their own homes. For children in out-of-home care, the sample was further stratified to assure that children in a variety of settings (family foster care, group care, and therapeutic foster care) were selected. Cases were also distributed to permit each office in the region to be reviewed and to assure that no worker had more than one of his/her cases reviewed. An additional number of cases were selected to serve as replacement cases, which are a pool of cases used to substitute for cases that could not be reviewed because of worker or family circumstances (illness, lack of family consent, etc).

The sample thus assured that:

- Males and females were represented.
- Younger and older children were represented.
- Newer and older cases were represented.
- Larger and smaller offices were represented.

A total of 24 cases were selected for the review, and 24 cases were reviewed.

Reviewers

The Child Welfare Group qualitative reviewers included professionals with extensive experience in child welfare and child mental health. Most of the reviewers had experience in the Alabama child welfare reform, as well as other reform and practice improvement initiatives around the United States. The Child Welfare Group has employed the QCR process in 11 different states. Utah reviewers “shadow” the Child Welfare Group reviewers as a part of an organized reviewer training and certification process. These reviewers, once certified, become reviewers themselves and participate in subsequent reviews as part of the plan to develop and maintain internal capacity to sustain the review process. At this point, one half of the reviewer contingent ordinarily consists of Child Welfare Group reviewers and one half consists of certified Utah reviewers.

Stakeholder Interviewers

As a compliment to the individual case reviews, the Child Welfare Group staff and Utah staff interview key local system leaders from other child and family serving agencies and organizations in the region about system issues, performance, assets, and barriers. These external perspectives provide a valuable source of perspective, insight, and feedback about the performance of Utah’s child welfare system. In some years, focus groups with Division staff, consumer families, youth, foster parents, or other stakeholders are a part of this aspect of the review process. Their observations are briefly described in a separate section.

IV. System Strengths

In the course of the review, many system strengths or assets were observed in individual case practice. Although not every strength was noted in every case, these strengths contributed to improved outcomes for children and families. Some of these system strengths or assets are listed below:

- All of the children observed during the course of the review were safe in their current placements.
- The use of child and family teams appeared to be integrated into the normal work process.
- Families saw workers as caring about them.
- Teams and families appeared to be working together toward agreed-upon goals.
- Child and family teams were used to select appropriate placements.
- Good connections to extended family were established and utilized.
- Parents and foster parents felt that caseworkers and other team members listened to them and respected them.
- Cultural needs of children and families were met in a number of cases.
- Many excellent foster parents were contributing to success for children and families.
- Foster parents felt like partners and appreciated the training they received.
- More thorough and more comprehensive assessments contributed to planning and progress.
- Good efforts to maintain family and cultural connections in spite of distance were observed.
- Excellent preparation for transitions was noted in a number of cases.
- The Family Support Center provided important respite services.
- Drug Court was helpful to a number of parents with significant substance abuse issues that interfered with their ability to meet their children's needs.
- Community professionals were seen to be partnering with community advocates as a part of the Frontier's Project.
- Community professionals acknowledged a need to improve their own services in order to provide more individualized support to children and families.
- Workers were observed to have good case knowledge about the children and families with whom they worked.
- Capable staff and teamwork was noted in small offices.
- Some cases where children had little stability in their lives clearly benefited from worker continuity.
- Good teamwork was observed between supervisors and workers to meet challenges in particular cases.
- Mentoring and coaching contributed to staff development.
- Offices working together contributed to success in cases that were spread out across the region.
- Local clinical staff involvement contributed to success in challenging cases.

V. Characteristics of the Eastern Region

Trend Indicators for the Eastern Region

The Division provided current regional trend data and data comparative to the past fiscal year. The table for the Eastern Region, along with that of the other regions, is included in the Appendix.

VI. Stakeholder Observations

The results of the QCRs should be considered within a broader context of local or regional interaction with community partners. In some years, staff supporting the qualitative reviews interview key community stakeholders. In other years, the interviews included line staff, supervisors, and administrative staff. This year, the QCRs in the Eastern Region were supported by focus groups with administrative staff and foster parents.

Administrative Focus Group

What is working?

- In Moab, there are a lot of new staff and they are growing and developing together in a complementary way.
- The focus on post-adoption services has been good for partnering with the community. Some students from the University of Utah are working on this issue. Some students in Carbon are working on family preservation.
- There is an increase in community partners who are willing to participate in the teaming process in Moab and throughout the region.
- The Division is engaging well with partners and families in providing more and more individualized services.
- The Breakthrough Collaborative with the Casey Foundation, pushing for the flow of practice as opposed to discrete events, has been a positive.
- The agreement with the Ute tribe expires in one year and the discussions for the new agreement have begun.
- Collaborative efforts for Drug Court have been very positive despite there being no federal funding. Twelve families have been involved in Carbon County.
- An innovative solution in Castle Dale has been to have an experienced caseworker go there while a new worker was in training. Offices have helped cover for each other.
- Eastern Region has hired a worker stationed in Salt Lake City to help manage the children from the Uintah Basin placed there. This worked more successfully for the Basin than for the Moab office.
- Drug Court is working well because there is a specific and timely focus just for these cases. This helps to ensure that the whole team is on the same page. This has created faster permanency for the children.

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- There have been good post-adoption trainings and good work by Karen Sitterud with the cluster groups. This will lead to fewer disruptions in the adoptions. There are now more children in adoptive placements than in foster placements.

What are the challenges?

- There has been a lot of staff turnover in the last six months. In the Moab area there are at least as many new workers as experienced workers. There is a lot of training to get them through. Emery has also had a lot of turnover.
- Getting all the paperwork done is a challenge. The region is looking for recommendations for paperwork reductions to give to the state office.
- There is sometimes confusion because of the infusion of new policies and guidelines and how to prioritize them. There are continuing challenges in getting mental health staff to the team meetings in Carbon, Emery, and San Juan Counties. San Juan is a particular challenge. There appear to be challenges to getting "buy in" at the line staff level because of differences in supervisor's perspectives in the different offices.
- There are challenges in the relationship with the Ute tribe. A fatality during the past year has exacerbated the challenges and highlighted gaps and differences in perspectives about how to do social work when there is apparent disagreement on fundamental principles.
- Eastern Region has been without an associate director since July 1, 2003.
- Eastern Region is losing the rural MSW program from the University of Utah.
- The requirements of training deadlines are causing stress on workers who feel that they have to choose between meeting the training deadlines and attending to the safety needs of children. It would be helpful if the training were spread out more. The difficulty in this region is the travel time required and the fact that so many may be gone for training that it has required workers from other offices to help cover their responsibilities. It has caused a strain, but the children's safety needs have been met, although it has created overtime issues. This has been a problem in Moab and Castle Dale.
- Out-of-home caseload has doubled in the past three to six months in Blanding because of delinquency issues. This is an escalating problem because it is easier for DYC to decline cases than it is for the Division.
- There is a challenge with retention in Moab and there is stress when everyone is new. The courts and the relationship with the judge are stressors. The judge is trying to establish her model of practice as opposed to the Division's model of practice. Workers feel overwhelmed from the outset with little relief or respite in sight. The workers are sensing that they may be breaking the cycle and building an enduring group of workers; but it is difficult to juggle the demands of the judge, the practice model, and the need for training. The distances involved create an atmosphere of stress when there is no allowance for overtime. Allowances for travel have diminished.
- The Region Director has low expectations for this review. Based on a comparison of samples, the foster care sample has a high number of residential cases that may skew the results of the review. She feels that the "high-end" cases are over represented [1 percent in the universe v. 12 percent in the sample]. Another possible influence on the outcome of the review is the intense focus on training that prevents the application of the practice model and encourages cutting corners due to time constraints. A compromise has been to hold the caseload back until the training has been completed. This is a move in the right

direction, but in some offices there has been no choice but to give the new workers a substantial caseload because of the high caseload for those offices.

- The QCR is very different from the federal review (CFSR) and is weighted differently. The Region just now seems to be learning how the QCR can help the Region. The belief is emerging that if they don't worry about the QCR, and just worry about practice, success in the QCR will follow.
- There is the need for discretionary training so that workers can *choose* from some array of training opportunities to maintain or improve their skills. Giving the workers some choices would breathe some energy into the Region.

Foster Parents Focus Group

The foster parents participating in the focus group have provided foster care to 110 children over the years that they had been involved with the foster care system. The foster parents focus group included highly experienced foster parents as well as those relatively new to the system. They parent foster children, their own children, and children temporarily in their homes for respite.

What is working or getting better?

- The foster parents have seen the Practice Model implemented and have observed that the best interests of the children are the focus of the workers even as they try to reunite families.
- Especially over the past three years, foster parents have noticed that workers have been more open, considerate, and compassionate, both with the families and with the foster parents. This varies among caseworkers, but overall it is a positive observation.
- There is a positive difference from 10 or 11 years ago, with more focus on the best interests of the child, rather than an exclusive focus on parental rights. There is a greater emphasis on permanency.
- The training is good. Foster parents felt that they were getting what they needed from the training. Practice Model training is not "cut and dried"--the foster parents like the strengths-based aspect, team problem solving, and listening to where people are coming from. Practice Model training opened their eyes to the perspectives of the biological families--that they are often good people who made bad choices.
- There is a quarterly brown bag luncheon for workers and foster parents to have an informal setting to discuss what is working and not working and to express appreciation to each other for their efforts.
- Foster parents like being a part of the team. It makes a big difference when teams come together. The judge expects the foster parents to be at court and asks for their input if they can't attend. This cuts down on triangulation and manipulation.

What are improvement opportunities?

- It would be helpful if visits from caseworkers were better planned and better coordinated. While foster parents were not completely opposed to "drop in" visits, most express a preference for a chance to make arrangements so that the

worker can be the focus of their attention during a visit. Some visits, after children have gone to bed, or squeezed in at the end of the month, seem to reflect worker priorities rather than an awareness of normal family routines. Foster parents were concerned when workers did not visit regularly.

- Biological parents sometimes call to say a home visit is approved and foster parents need to know that it is approved by the caseworker. If the caseworker doesn't confirm the approval, foster parents are left on their own to make the best decision they can. At times, there is a lack of responsiveness and foster parents feel left to their own devices.
- There are times when messages go unanswered when workers are in training. Foster parents think that it should be mandatory that either the worker or their supervisor check messages daily. The foster parents need to know who is "next in line" when workers are unavailable. Workers need cell phones.
- Foster parents are concerned that workers have a caseload before they are trained. One worker had 25 cases without completing training.
- There is a desire for children to be involved in extracurricular activities, but available funding does not support this goal. One foster parent had to pay for part of a child's plane ticket to go to her father's funeral in Texas.
- With medically fragile children, the contract provider sometimes doesn't have the capacity to meet all of the child's needs. In some cases, the list of people, requirements, and services feels overwhelming. Would it be possible to consolidate some of the services so that there was less waste and duplication of people coming through the home? Better coordination and planning would reduce the burden on the family.
- The workers are overworked. The needs in society are becoming greater and more children need care and services. Foster parents were aware of the impact of workers' heavy workload, budget cuts, and training needs. Even so, foster parents--especially structured placements--can't wait to deal with a crisis. They need help immediately.

VII. Child and Family Status, System Performance, Analysis, Trends, and Practice Improvement Needs

The QCR findings are presented in graphic form to help quantify the observations of the qualitative assessment. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using these rating scales. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable

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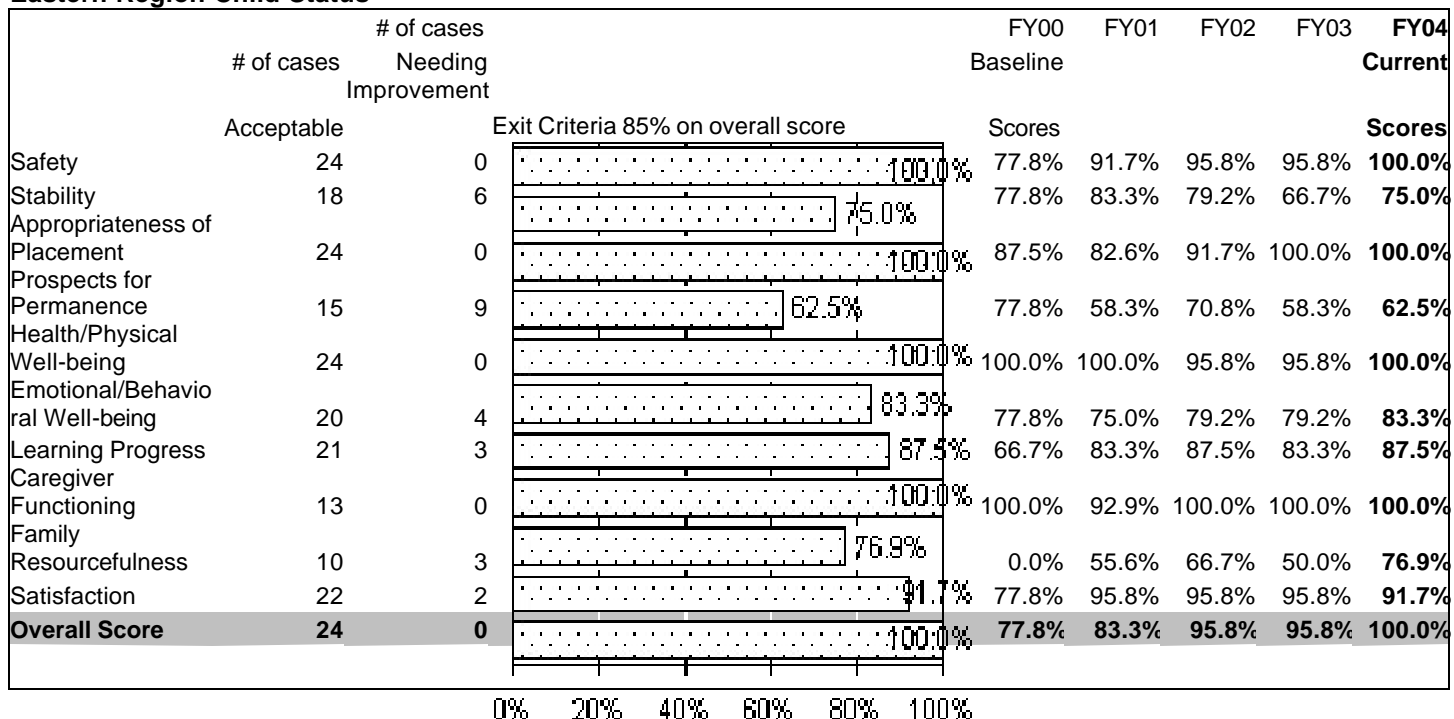
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status, as well as System Performance, is evaluated using 11 key indicators. A graph presenting the overall, summative scores for each domain is presented below. Beneath the graphs for overall information, a graph showing the distribution of scores for each indicator within each of the two domains is presented. Later in this section (section VII, Summary of Case Specific Findings), brief comments regarding progress and examples from specific cases are provided.

Child and Family Status Indicators

Overall Status

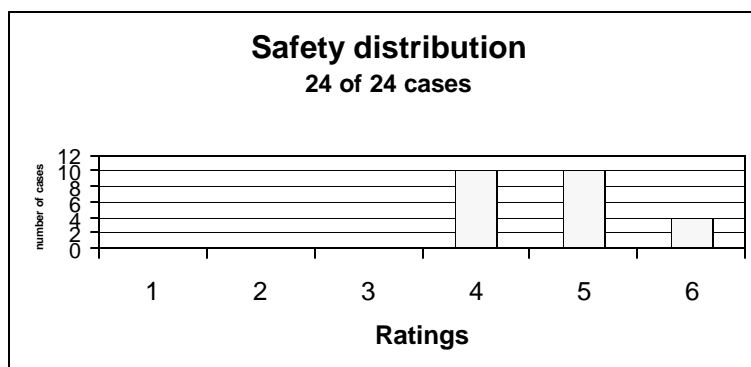
Eastern Region Child Status



Safety

Summative Questions: Is the child safe from manageable risks of harm (caused by others or by the child) in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Is the child free from unreasonable intimidation and fears at home and school?

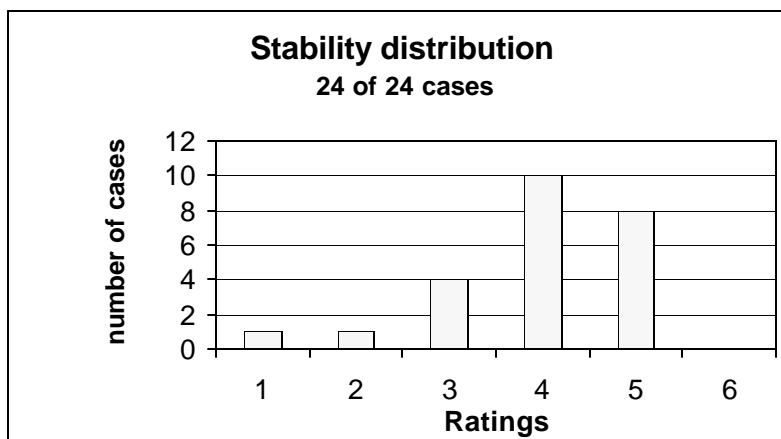
Findings: 100% of cases were within the acceptable range (4-6).



Stability

Summative Questions: Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

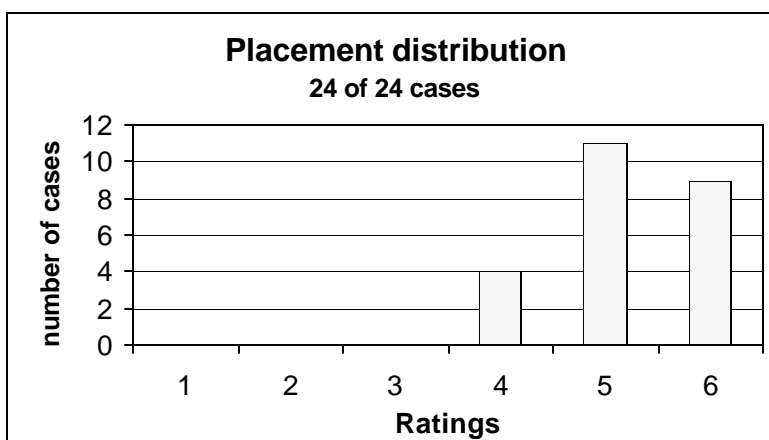
Findings: 75% of cases were in the acceptable range (4-6).



Appropriateness of Placement

Summative Questions: Is the child in the most appropriate placement consistent with the child's needs, age ability and peer group and consistent with the child's language and culture?

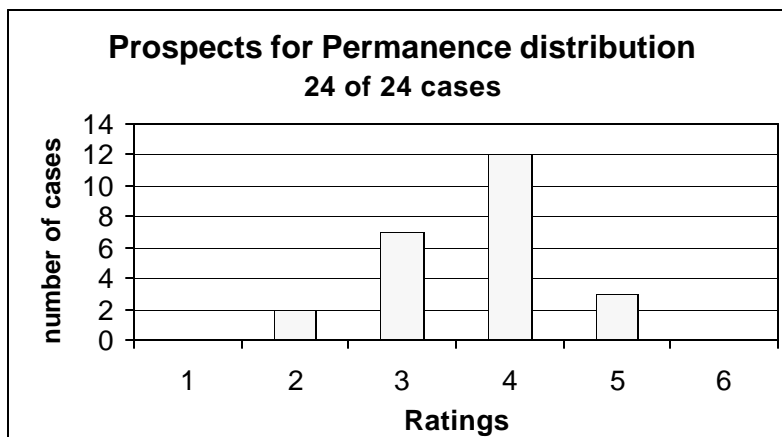
Findings: 100% of cases were in the acceptable range (4-6).



Prospects for Permanence

Summative Questions: Is the child living in a home that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in a safe, appropriate, permanent home?

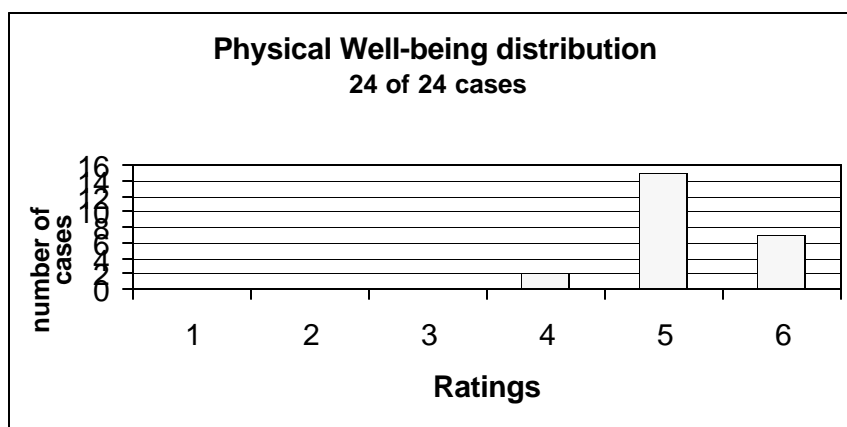
Findings: 62.5% of cases were within the acceptable range (4-6).



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

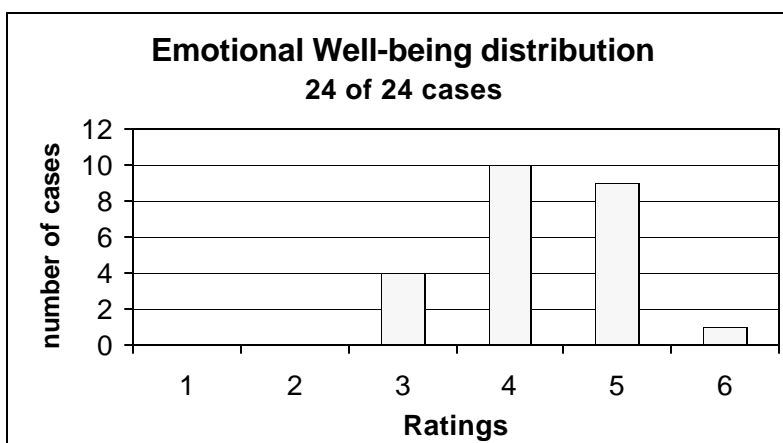
Findings: 100% of cases were within the acceptable range (4-6).



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well, emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 83.3% of cases were within the acceptable range (4-6).

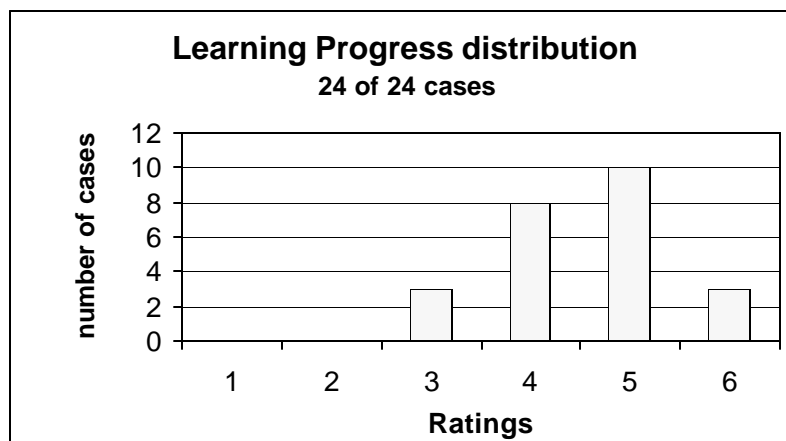


Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/ her age and ability?

Note: There is a supplementary scale used with children under five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

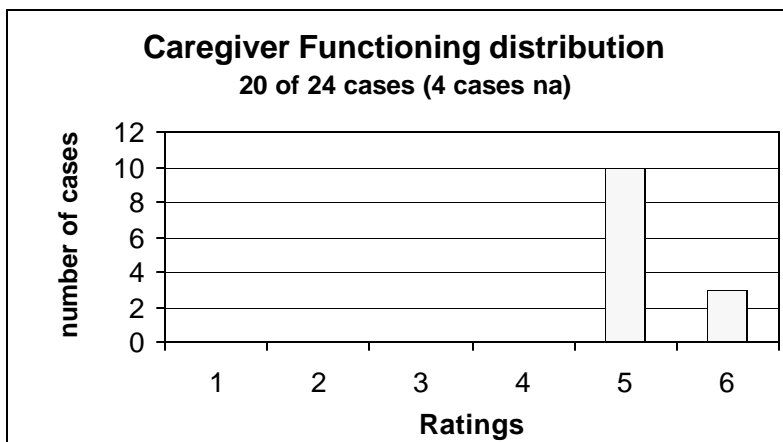
Findings: 87.5% of cases were within the acceptable range (4-6).



Caregiver Functioning

Summative Questions: Are the substitute caregivers, with whom the child is currently residing, willing and able to provide the child with the assistance, supervision, and support necessary for daily living? If added supports are required in the home to meet the needs of the child and assist the caregiver, are these supports meeting the need?

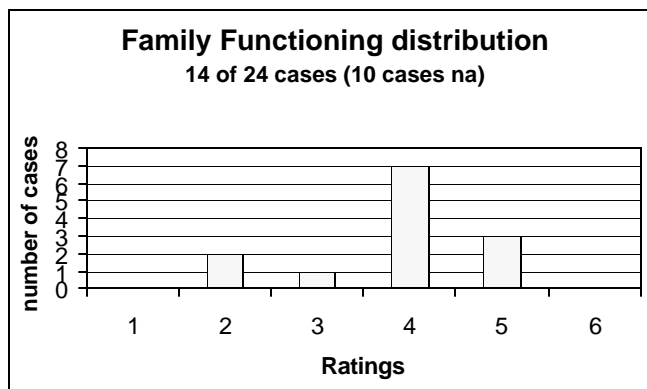
Findings: 100% of cases were within the acceptable range (4-6).



Family Functioning and Resourcefulness

Summative Questions: Does the family, with whom the child is currently residing or has a goal of reunification, have the capacity to take charge of its issues and situation, enabling them to live together safely and function successfully? Do family members take advantage of opportunities to develop and/or expand a reliable network of social and safety supports to help sustain family functioning and well-being? Is the family willing and able to provide the child with assistance, supervision, and support necessary for daily living?

Findings: 76.9% of cases were within the acceptable range (4-6).



Satisfaction

Summative Question: Are the child and primary caregiver satisfied with the supports and services they are receiving?

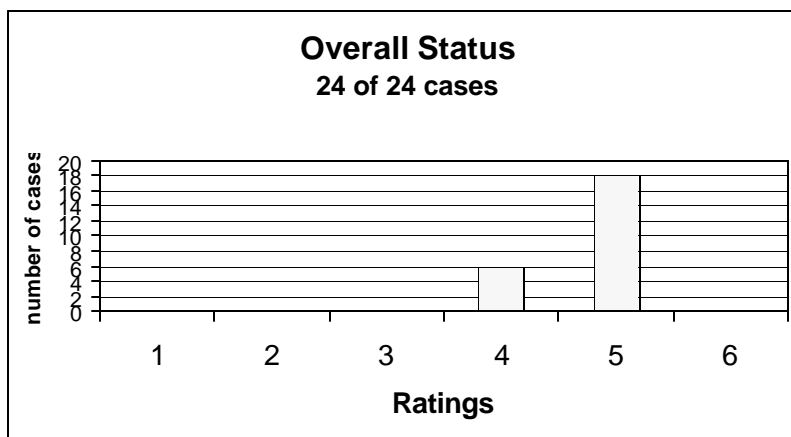
Findings: 91.7% of cases were within the acceptable range (4-6).



Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review findings determined for the Child and Family Status Exams 1-11, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale detailed above. A special condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump”, so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

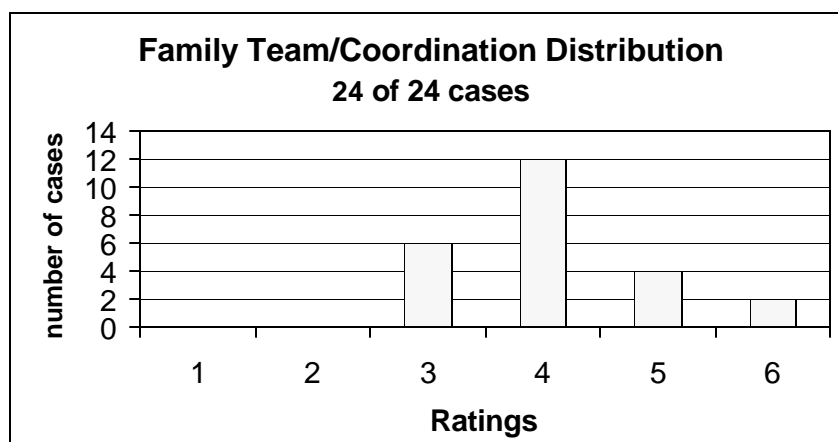
Findings: 100% of cases were within the acceptable range (4-6).



Child/Family Team and Team Coordination

Summative Questions: Do the people who provide services to the child/family function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination and continuity in the organization and provision of service across all interveners and service settings? Is there a single point of coordination and accountability for the assembly, delivery, and results of services provided for this child and family?

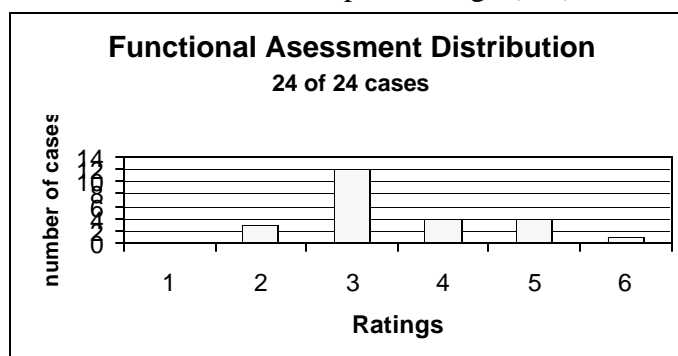
Findings: 75% of cases were within the acceptable range (4-6).



Functional Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family and how to provide effective services for them? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

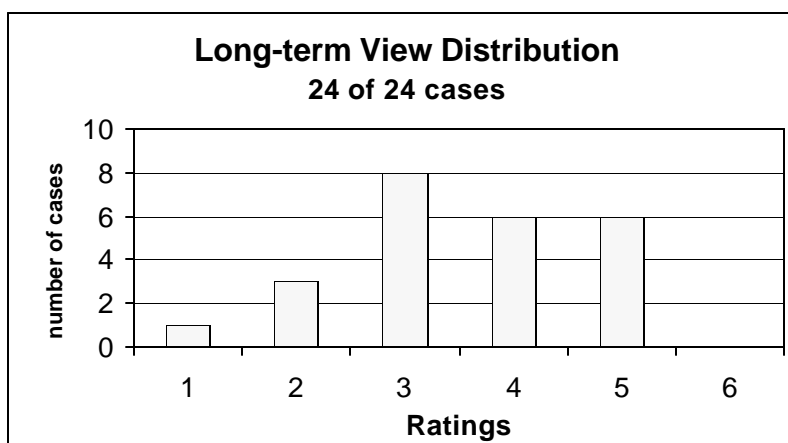
Findings: 37.5% of cases were within the acceptable range (4-6).



Long-Term View

Summative Questions: Is there an explicit plan for this child and family that should enable them to live safely without supervision from child welfare? Does the plan provide direction and support for making smooth transitions across settings, providers and levels of service?

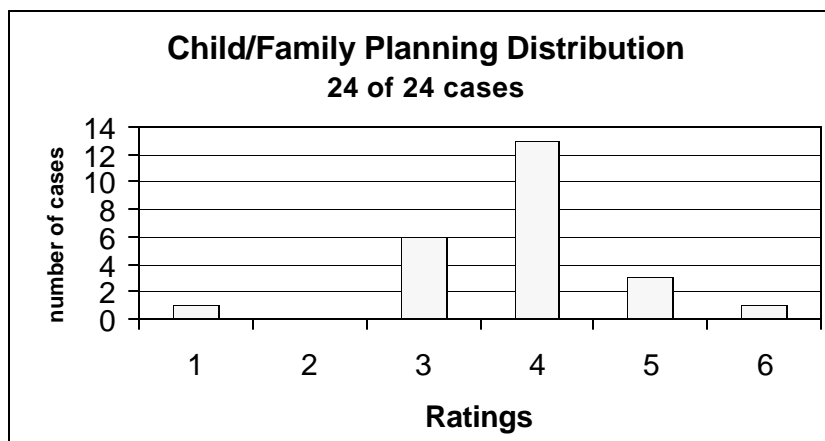
Findings: 50% of the cases were within the acceptable range (4-6).



Child and Family Planning Process

Summative Questions: Is the service plan (SP) individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

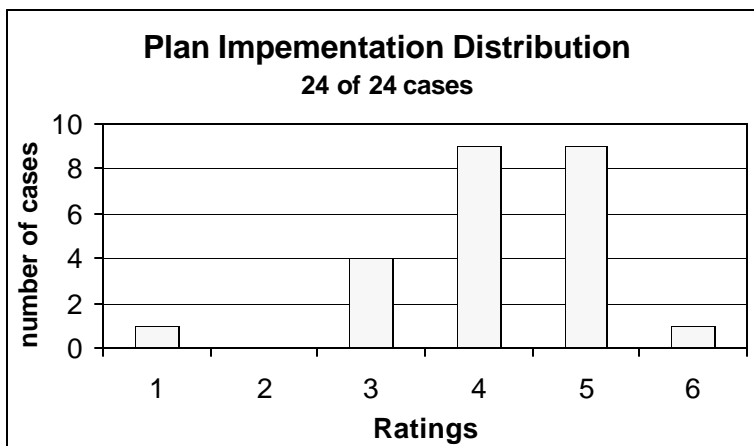
Findings: 70.8% of cases were within the acceptable range (4-6).



Plan Implementation

Summative Questions: Are the services and activities specified in the service plan for the child and family, 1) being implemented as planned, 2) delivered in a timely manner and 3) at an appropriate level of intensity? Are the necessary supports, services and resources available to the child and family to meet the needs identified in the SP?

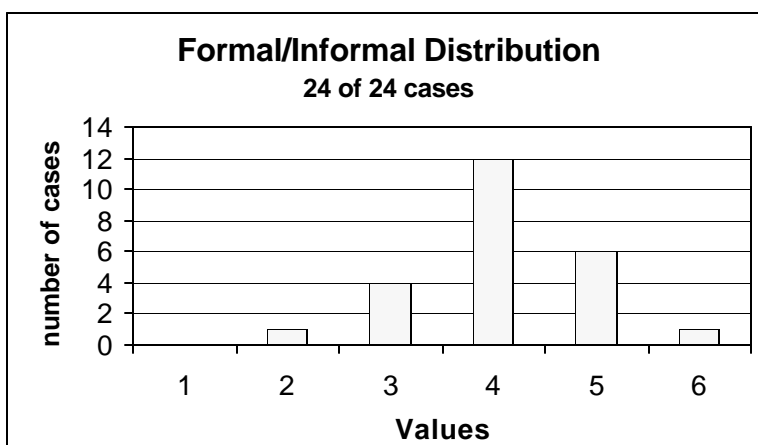
Findings: 79.2% of cases were within the acceptable range (4-6).



Formal/Informal Supports

Summative Questions: Is the available array of school, home and community supports and services provided adequate to assist the child and caregiver reach levels of functioning necessary for the child to make developmental and academic progress commensurate with age and ability?

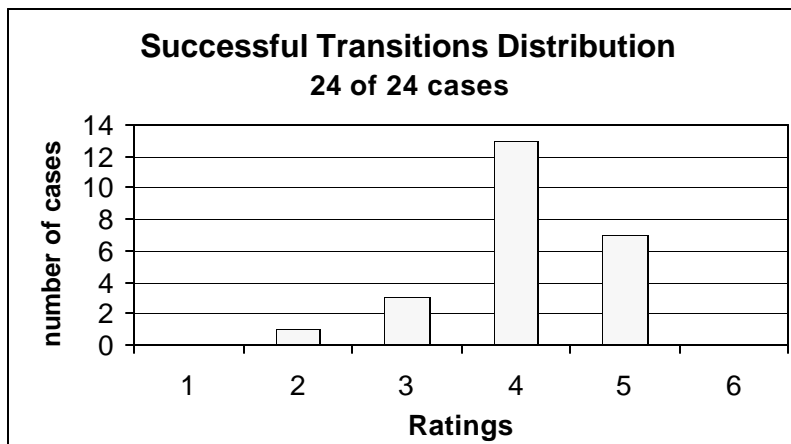
Findings: 79.2% of cases were within the acceptable range (4-6).



Successful Transitions

Summative Questions: Is the next age-appropriate placement transition for the child being planned and implemented to assure a timely, smooth and successful situation for the child after the change occurs? If the child is returning home and to school from a temporary placement in a treatment or detention setting, are transition arrangements being made to assure a smooth return and successful functioning in daily settings following the return?

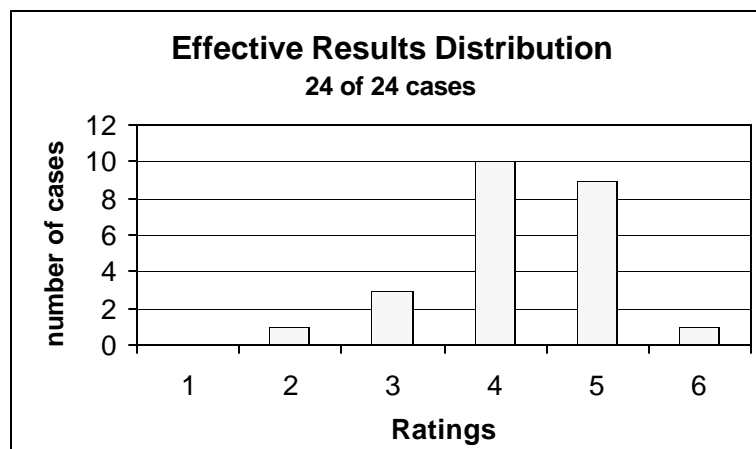
Findings: 83.3% of cases were within the acceptable range (4-6).



Effective Results

Summative Questions: Are planned education, therapies, services and supports resulting in improved functioning and achievement of desired outcomes for the child and caregiver that will enable the child to live in an enduring home without agency oversight?

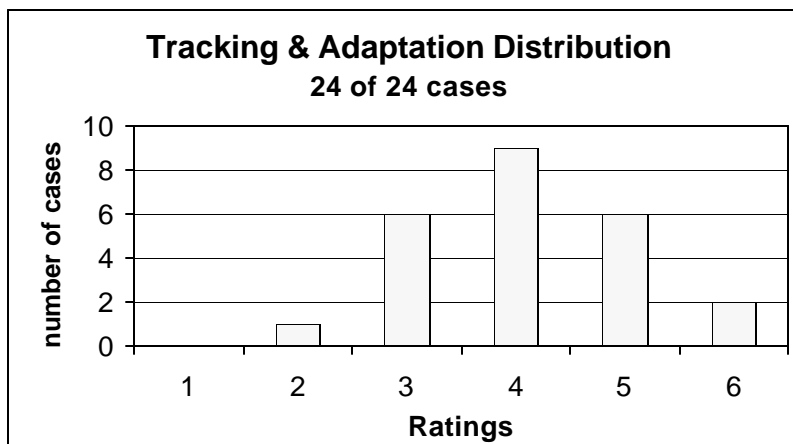
Findings: 83.3% of cases were within the acceptable range (4-6).



Tracking and Adaptation

Summative Questions: Are the child and caregiver's status, service process, and results routinely followed along and evaluated? Are services modified to respond to the changing needs of the child and caregiver and to apply knowledge gained about service efforts and results to create a self-correcting service process?

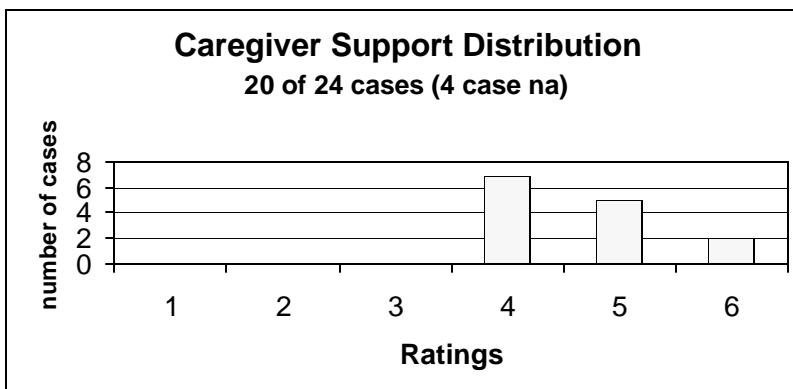
Findings: 70.8% of cases were within the acceptable range (4-6).



Caregiver Support

Summative Questions: Are substitute caregivers in the child's home receiving the training, assistance and supports necessary for them to perform essential parenting or caregiving functions for this child? Is the array of services provided adequate in variety, intensity and dependability to provide for caregiver choices and to enable caregivers to meet the needs of the child while maintaining the stability of the home?

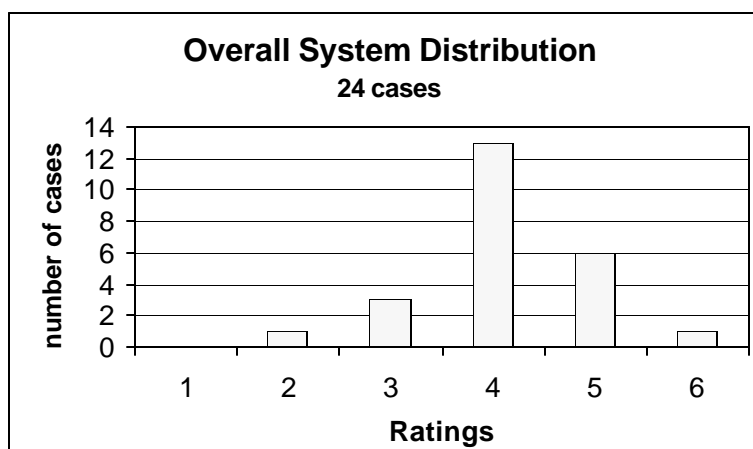
Findings: 100% of scores were in the acceptable range (4-6).



Overall System Performance

Summative Questions: Based on the Qualitative Case Review findings determined for System Performance exams 1-11, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance for a child.

Findings: 83.3% of cases were within the acceptable range (4-6).



Status Forecast

One additional measure of case status is the prognosis by the reviewer of the child and family's likely status in six months, given the current level of system performance. Reviewers respond to this question, "Based on current Division involvement for this child, family, and caregiver, is the child's and family's overall status likely to improve, stay about the same, or decline over the next six months? Take into account any important transitions that are likely to occur during this time period." Of the cases reviewed, 41% were anticipated to be unchanged, 5% were expected to decline in status, and 54% were expected to improve.

Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable.
- Outcome 2: child and family status unacceptable, system performance acceptable.
- Outcome 3: child and family status acceptable, system performance unacceptable.
- Outcome 4: child and family status unacceptable, system performance unacceptable.

Obviously, the desirable result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often, either unusually resilient and resourceful children and families, or children and families who have some "champion" or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

		Favorable Status of Child		Unfavorable Status of Child	
		Favorable Status of Child		Unfavorable Status of Child	
Acceptability of Service System Performance	Acceptable System Performance	Outcome 1 Good status for the child, agency services presently acceptable. n=20 83.3%		Outcome 2 Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n=0 0.0%	83.3%
	Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n=4 16.7%		Outcome 4 Poor status for the child, agency presently unacceptable. n=0 0.0%	16.7%
		100.0%		0.0%	

Case Story Analysis

For each of the cases reviewed in Eastern Region, the review team produced a narrative shortly after the review was completed. The case story write-up contains a description of the findings, explaining from the reviewer's perspective what seems to be working in the system and what

needs improvement. The narratives help explain the numerical results presented in the previous chapter by describing the circumstances of each case. Key practice issues identified are discussed below.

Summary of Case Specific Findings

The summary of case specific findings provides selected examples of results and practice issues highlighted in the current review. Some of the results are self-evident or have been stable at an acceptable level and will not be addressed in detail, so only selected indicators are discussed below.

Child and Family Status

Safety

Safety performance improved in the current QCR to 100 percent. The Region has delivered admirable safety performance over the past few years, and achieved its best performance this year. *It is important to note that safety for children receiving services from the Division can never achieve absolute perfection, any more than children in the broader population.* The goal of the safety rating is to address known risks through thoughtful, prudent action. One of the strengths noted in several of the cases reviewed in this QCR was the inclusion of specific safety plans to address known risks.

"The child and family team members we spoke with feel [the child] is not a threat to children at this time and all reported seeing much progress on [the child's] part regarding past behavior problems, substance abuse problems, and sexual acting out. There is a safety plan in place concerning [the child's] ability to be around younger children without supervision. The safety plan also addresses appropriate curfew times for [the child]."

Appropriateness of Placement

At 100 percent, the appropriateness of placement score is excellent for the cases sampled for this QCR. Even so, the Region has noted consistent challenges in finding both a sufficient number of appropriate homes and in matching available homes with the specific needs of particular children or sibling groups. An example of the contribution of appropriate placements to maintaining cultural ties and sibling contact was observed in one of the cases reviewed.

"In his kinship placement he has the opportunity to develop his identity within the Ute tribal culture and maintain important family ties...[The child] appears to be well connected to his aunt and uncle and calls his aunt's mother who lives next door to the family 'grandmother'. In addition, all but one of his [eight] siblings are placed in the same general community with other family members and the DSPD parent."

Prospects for Permanence

The prospect for permanence score, at 62.5 percent, shows some improvement from the prior year, but remains one of the challenges for the Region in terms of critical outcomes for children. Part of the challenge has to do with practice obstacles with, for example, older children aging out of the system without a clearly identified set of family ties or ongoing informal supports. The Region also attributes part of the challenge to difficulties resolving differences between the way the State of Utah and the Ute tribe define and determine permanency. An example of the challenge and risks associated with insufficient permanency was described in one of the cases reviewed.

"The primary concern is what [the child] will do when she turns 18 years of age (roughly nine months from now) and emancipates from the child welfare system. It is understood by all that [the child] is not in a place that will provide permanence. [The child] has very few "healthy" informal supports...She lacks the kind of supports she can turn to when she needs help, advice, a mentor, or friendship."

Stability

This year's score for stability has improved somewhat to 75 percent. Instability and multiple placements tend to disrupt the establishment or maintenance of meaningful interpersonal relationships for children in care. An example of the contribution of stability to other important outcomes was evident in one of the cases reviewed.

"The placement appears to be above the minimum requirements of stability because of the possibility for connection with family members where he feels accepted...It is hard to imagine a more seamless transition to an out-of-home placement that would be more appropriate to meet his emotional or behavioral needs. He went almost immediately to his current placement and has not had any subsequent moves."

Emotional/Behavioral Well-Being

Emotional well-being has continued to improve over several years with a current rating of 83.3 percent. An acceptable rating on emotional/behavioral well-being involves both understanding whether or not children have emotional or behavioral treatment needs, and how well those needs are being addressed. One of the cases reviewed involved a teenager who had been seriously out of control, but who was responding well to appropriate treatment and involvement in decision-making about her treatment. She had previously carried four different diagnoses and taken three different psychotropic medications.

"At the most recent evaluation, she indicated she did not want to take any medication and is currently not taking any...Neither therapist nor teacher has seen

any behaviors consistent with ADHD or oppositional defiant disorder. [The child] reports progress in controlling her behaviors. She reports no longer using drugs and implied she was not sexually active. She reports having good visits with her mother and sister every other weekend."

Family Functioning and Resourcefulness

The Region's score on this indicator improved to its highest level since the QCRs began and reached a score of 76.9 percent this year. While this is an important improvement, it remains one of the pivotal challenges for the Region since most children receiving services from the Division eventually live with their families. Because of this fact, family functioning and resourcefulness is key to long-term success in sustaining other important outcomes such as safety, permanency, and emotional/behavioral well-being. An example of the critical role of family functioning on outcomes for children was evident in one of the cases reviewed.

"[The parent] is functioning very well. She has not had a dirty UA since she began participating in drug court last spring [seven months earlier]. She projects great determination in her commitment to remain drug-free. She has severed many old friendships and is careful to associate only with individuals who do not use drugs or alcohol. She acknowledges how easily she could relapse if she were to make any exceptions to the boundaries she has set for herself...[The parent] has been employed at a local restaurant since [the spring]. She has obtained housing for herself and her children that is clean, comfortable, and located in a quiet neighborhood. She demonstrates appropriate parenting skills and appears to be a capable, nurturing parent when she is not using drugs."

System Performance

Child and Family Team/Coordination

The establishment of quality child and family teams and the effective coordination of the efforts of various team members are fundamental to the effective implementation of the Practice Model. The Region's score on the teaming and coordination indicator was 75 percent in the current review--the same as last year's score. Two contrasting examples of teaming and coordination from this review point to the importance of this indicator.

"Service providers were not included on the team which creates deficits in the assessment process as well as in coordination of services and monitoring of service delivery effectiveness. Service providers expressed concerns about confidentiality and damage to client relationships which indicate inadequate preparation and partnership prior to meetings."

"One of the major themes of this case is the great teaming that is taking place. The WRAP team, which is a part of the Frontier's Project, the family team

meetings, the educational teaming, and the Division worker have all worked together in a highly coordinated effort. The mother reported that she is a part of the team, that they are making a difference in her life, and that it is working for her. The team is currently meeting weekly and discusses what is working and what is not. The frequency of the meetings is modified depending on the current need."

Functional Assessment

Functional assessment remains the greatest challenge for the Region, with only 37.5 percent of the cases reviewed deemed acceptable this year. The functional assessment is essentially the collective intelligence and judgment of the child and family team that informs every aspect of planning and decision-making. The functional assessment often entails the written summary of the team's assessment and decision-making process, but the quality and continuity of the team's assessment is as important, or possibly more important, than a written document. Again, two contrasting examples of functional assessment may help to illustrate the critical importance of this practice skill.

"When speaking with the school, it was unclear if personnel were aware of [the child's] previous behaviors and what effect that would have on the monitoring he should receive in the classroom. Concerns were brought up regarding [the child's] past sexual abuse and there seemed to be disagreement as to whether [the child] was a risk to other children due to sexual reactivity or not. This concern also reflects the lack of a comprehensive mental health assessment or consistent mental health treatment."

"The team members were knowledgeable about the content of these [formal and informal] assessments and had the same big picture for the child. The assessment information was incorporated into the plan for the child. The assessment covered daily functioning including what [the child] likes to do in his free time, at school, and at work. The assessment included a comprehensive set of strengths and needs. The assessment seems to have been brought together by the team."

Long-Term View

Long-term view, the ability of the team to develop a strategic planning vision of independence for the child and family from the Division, and the specific steps needed to achieve that vision, remains a substantial obstacle for the Region. This indicator was scored at 50 percent for the cases reviewed this year. This is the same score the Region received last year. Part of the difficulty in achieving acceptable long-term view is inherent in the challenge to develop quality child and family teams and, especially, adequate functional assessments. Case examples point to the decisive importance of a useful long-term view shared by the whole team, including the family.

"There is a completely unacceptable long-term view by virtue of the fact that there is no determination of the direction the case will take in the immediate future, no understanding of the family's needs, nor a shared vision by any of the participants of strategies to focus planning and achieve a positive outcome."

"In talking with the members of the team, including the mother, they all indicated the same long-term view. It is interesting to note the view of the team is not just to see that PSS case and drug court end next year. The mother indicated that she needs structure in her life to be successful; she even suggested that she would like to go to volunteer with her AA/NA group after she is gone. The school, the Division, and Frontier's Project people all said the same thing. So, the team is looking at ways to continue after the PSS closure to ensure success."

Tracking and Adaptation

Tracking and adaptation is another core system function that supports efficient practice by paying close attention to what is working and what is not, and using that information to adjust services to meet important needs. This year, the region scored 70.8 percent on this indicator. Some strengthening of performance in this area is likely to occur if the Region is successful in other areas such as teaming and coordination, functional assessment, and the child and family planning process. An example of tracking and adaptation is provided in the following case example.

"The services that [the parent] receives are available and dependable." (Tracking)
"However, [the parent] was not always as dependable at following through with attendance." (Tracking) "The intensity of services was changed when [the parent] was feeling overwhelmed with all she needed to do. " (Adaptation) Tracking and adaptation in this case led to a needed adjustment in the intensity of services, rather than to blaming the parent for not being compliant with everything initially written in the service plan.

Successful Transitions

Successful transitions--the ability to identify and prepare for important transitions--showed substantial improvement in the Region this year going from the mid-50s to 83.3 percent. This is important progress since one of the places that children and families most frequently struggle is when there are major transitions that may involve the loss of supports or new challenges. An example demonstrates supports for an important reunification transition for a child with some developmental needs.

"The child and family team created a transition plan to ensure [the child's] reunification would be smooth, including increased visitation, overnight visitation, a transition plan with Early Intervention and Early Head Start to work together to ensure [the child's] developmental needs continued to be met, etc....The child and family team are supportive of [the child's] mother and her

busy calendar and are keeping a close eye on her to ensure her success. [The Division] has also provided mom with a family preservation worker to provide individual clinical services to help her deal with her stress."

Summary

The Eastern Region maintained or improved outcomes on almost every indicator of child and family status. The single exception, where a score moved lower, involved a slight decline on the satisfaction indicator (from 95.8 percent to 91.7 percent). The overall child and family status summary rating continued to move higher, reaching for the first time 100 percent acceptable ratings on overall child and family status. This is an admirable achievement that provides evidence of the Region's ability to move forward even under challenging circumstances. The Region continues to meet and exceed the exit standard related to child and family status.

Because the overall child and family status ratings are essentially an average, there are individual indicators that scored well below the 100 percent of cases that were minimally acceptable overall. Some of the individual indicators with the greatest room for improvement involve critical outcomes such as prospects for permanence and family functioning and resourcefulness. As the Region focuses on important system performance indicators, improvements in those system performance indicators are likely to produce improvements in these lagging child and family status indicators.

The Eastern Region has made consistent improvement on many system performance indicators. Scores on nine of the 11 system performance indicators maintained or improved over the past year, with the overall system performance summary rating improving from 70.8 percent to 83.3 percent (approximating the exit standard tied to overall system performance). This represents a substantial improvement in overall system performance.

The remaining challenges for the Region involve, for the most part, a small number of core system performance indicators. Continued improvement in child and family teaming and coordination, child and family planning process, and tracking and adaptation will strengthen overall system performance; even though these indicators reached the minimum exit criteria (70 percent). The principal challenge for the Region involves finding ways to substantially improve performance on the two lagging core system performance indicators. These substantially lagging indicators are functional assessment and long-term view. Aside from contributing to the Region's reaching the exit criteria related to core system performance indicators, progress on these critical system performance indicators will almost certainly enhance those important lagging child and family status indicators, prospects for permanence and family functioning and resourcefulness.

VIII. Recommendations for Practice Improvement

At the conclusion of the week of QCRs, the review team provides regional staff with its impressions regarding practice development needs that were observed during the review. While these impressions do not have the benefit of an analysis of the aggregate scores of practice trends in all cases, the feedback is useful in quickly interpreting what was learned. The impressions collected at the exit conference, coupled with the opportunity to analyze the aggregate scores suggested the following practice development opportunities and recommendations:

Practice Development Opportunities

- Some teams are missing important members (formal or informal partners) resulting in a lack of clarity in the "big picture"--the functional assessment.
- The functional assessment format appears to be seen by some as a "fill in the blank" document.
- A number of cases showed evidence of significant gaps in the assessment process.
- A number of workers struggle with understanding underlying needs and analyzing all of the available information to inform the child and family planning process.
- There is an ongoing need for capable and experienced mentors for new workers.
- Child and family teams are not consistently used to solve problems and make critical decisions.
- Fairly frequently, a long-term view is stated, but is not accompanied by all of the necessary strategies and steps to achieve that long-term view. There is an opportunity to look at specific steps toward permanency.
- While the Drug Court appears keenly aware of the needs of parents, sometimes the specific needs of children may be overlooked. The Drug Court sometimes has difficulty addressing underlying needs--issues that may precipitate or perpetuate substance abuse.
- Child and family plans sometimes focus on the strengths and needs of the child or parent, but have difficulty balancing the needs of both.
- Opportunities to attend to the implications of developmental needs at every transition and critical decision point are sometimes missed.
- Safety and crisis plans are sometimes only implicit (unwritten) and are not always shared with, and well understood by, all team members.
- There is a persistent need for networking between providers to ensure that all team members are consistently involved and well-informed.
- There is a need for accessible domestic violence services in rural areas.

Recommendations

Recommendations were developed in a conversation between the reviewers and regional staff during the exit conference. Some of the recommendations were proposed by the reviewers and others were contributed by administrative, supervisory, and line staff from the region. To respect the contributions of regional staff, their recommendations are presented separately.

Reviewer recommendations:

- Develop a regional plan to follow up on the recent training on assessment.
- Provide focused training that would help workers and families develop full teams capable of addressing all of the families' issues.
- Assess the level of skills needed to refine practice in critical areas such as teaming, functional assessment, and long-term view.
- Explore what supervisors and mentors need to be able to provide what their workers need.
- Expect supervisors and mentors to review staff work around critical practice skills.
- Expect supervisors and mentors to regularly demonstrate and model the skills they want workers to develop or refine.
- Focus on specific steps to sustain progress after case transitions and case closure when addressing long-term view.

Regional recommendations:

- Figure out what is missing in the functional assessment process. There is a tendency to copy some model, when each assessment needs to be individualized.
- Remember that the functional assessment is a product of the team, not just to the worker.
- Simplify the functional assessment template.
- Encourage practice in doing the functional assessments on SAFE.
- Have worker's functional assessments reviewed and provide individualized feedback.
- Share the Practice Model with the community by participating in community groups and organizations.
- Strengthen the family preservation program.
- Provide more support to foster parents, such as a foster parent consultant.
- Foster teamwork between regions on such challenges as doing visits across regions.
- Do something to improve worker retention and provide incentives for quality work.

While the recommendations touch on a range of issues, there are common threads across both sets of recommendations. Fundamentally, there appears to be a thrust toward focusing on a relatively small number of core issues that manifest themselves as obstacles or challenges to achieving the depth of practice expected within the Utah Practice Model and the QCR. The challenges appear to be mainly around improving practice skills in the areas of teaming, functional assessment, and long-term view. This represents a substantial advance from earlier years when meeting the practice standards of the QCR seemed virtually impossible. The focus now is on refinement of a few key skills rather than the wholesale development of a broad range of skills and practices. This tighter focus and the effective utilization of supervisors and others in coaching and mentoring workers around the remaining practice challenges appears to provide an achievable plan to reach important long-term outcomes for children and families.

Appendix

Milestone Trend Indicators																		
1. Number and percent of Home-Based child clients who came into Out-of-Home care within 12 months of Home-Based case closure. (Data is pulled one year prior in order to look 12 months forward)																		
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	33	7%	40	8%	22	5%	18	4%	19	6%	18	4%	19	4%	27	6%	16	4%
Salt Lake	49	8%	24	3%	39	5%	25	5%	23	4%	21	4%	27	5%	31	6%	37	6%
Western	15	7%	17	7%	19	8%	18	7%	9	5%	3	2%	13	7%	2	1%	7	3%
Eastern	10	7%	10	8%	9	6%	10	8%	6	3%	8	9%	2	2%	5	4%	4	4%
Southwest	0	0%	4	5%	1	1%	1	1%	3	3%	5	9%	4	4%	8	11%	2	3%
State	107	7%	95	5%	90	5%	72	5%	60	5%	55	4%	65	5%	74	5%	68	5%
2. Number and percent of children in Out-of-Home care who were victims of substantiated allegations of abuse and neglect by out-of-home parents, out-of-home care siblings, or residential staff.																		
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	0	0.0%	1	0.2%	3	0.5%	1	0.2%	2	0.4%	8	1.6%	0	0.0%	4	0.2%	0	0.0%
Salt Lake	3	0.2%	0	0.0%	3	0.2%	1	0.1%	5	0.4%	1	0.1%	1	0.1%	0	0.0%	3	0.3%
Western	0	0.0%	2	0.7%	0	0.0%	1	0.0%	0	0.0%	1	0.4%	0	0.0%	5	1.7%	0	0.0%
Eastern	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.4%	0	0.0%	2	1.2%	0	0.0%	2	0.8%
Southwest	0	0.0%	0	0.0%	0	0.0%	1	0.8%	0	0.0%	3	1.9%	0	0.0%	0	0.0%	0	0.0%
State	3	0.1%	3	0.1%	6	0.2%	5	0.2%	8	0.3%	13	0.5%	3	0.1%	9	0.4%	5	0.2%
3. Number and percent of substantiated child victims with a prior Home-Based or Out-of-Home care case within the last 12 months.																		
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	66	9%	56	9%	50	8%	62	9%	49	8%	62	10%	47	8%	75	12%	57	8%
Salt Lake	60	6%	93	8%	69	6%	64	5%	100	8%	69	5%	77	6%	118	9%	65	5%
Western	23	8%	14	5%	29	8%	13	3%	27	8%	32	7%	28	8%	30	8%	33	8%
Eastern	15	12%	10	6%	9	7%	9	6%	10	6%	18	11%	12	7%	22	14%	20	12%
Southwest	14	6%	19	12%	9	4%	12	6%	9	5%	6	3%	11	5%	5	2%	3	1%
State	178	8%	192	8%	166	7%	160	6%	194	7%	188	7%	175	7%	249	9%	177	6%
4. Number and percent of substantiated child victims with a prior CPS substantiated allegation within the last 12 months.																		
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	110	16%	95	16%	67	11%	93	14%	80	13%	88	14%	66	11%	108	17%	81	11%
Salt Lake	119	11%	137	11%	148	12%	158	12%	191	14%	148	11%	147	12%	183	13%	159	13%
Western	27	9%	38	13%	51	14%	46	12%	40	11%	35	8%	55	17%	58	15%	55	13%
Eastern	24	19%	16	10%	10	8%	22	15%	13	8%	21	13%	33	19%	25	16%	20	12%
Southwest	20	6%	17	10%	17	8%	22	12%	19	10%	17	9%	39	17%	23	10%	21	10%
State	300	13%	303	13%	293	12%	341	13%	342	13%	310	11%	339	13%	403	14%	336	12%

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5. Number and percent of children in care for at least one year that attained permanency through case closure prior to 24 months of custody. (Data is pulled two years prior in order to look 24 months forward)

	1st QT 2001		2nd QT 1999		3rd QT 1999		4th QT 1999		1st QT 2000		2nd QT 2000		3rd QT 2000		4th QT 2000		1st QT 2001		2nd QT 2001	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	24	63%	17	65%	22	69%	30	60%	22	76%	16	47%	24	73%	26	65%	17	63%	12	43%
Salt Lake	55	53%	51	50%	53	58%	53	61%	72	62%	51	59%	40	53%	54	57%	52	68%	62	68%
Western	4	36%	6	67%	12	60%	17	77%	13	62%	10	59%	16	57%	6	43%	5	38%	13	62%
Eastern	6	32%	11	92%	6	40%	7	47%	6	40%	14	74%	7	50%	14	61%	9	56%	4	44%
Southwest	4	44%	3	60%	5	38%	1	33%	0	0%	9	69%	3	60%	1	13%	3	38%	4	36%
State	93	52%	88	57%	98	57%	108	61%	113	61%	100	59%	90	58%	101	56%	86	63%	95	59%

6. Number and percent of children who entered Out-of-Home care who attained permanency through custody termination within one year. (Data is pulled one year prior in order to look 12 months forward)

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	139	83%	115	77%	103	76%	102	71%	83	78%	107	79%	99	76%	88	75%	91	75%	62	72%
Salt Lake	265	70%	156	66%	113	60%	92	49%	88	54%	105	53%	93	53%	86	46%	107	60%	86	54%
Western	37	64%	27	61%	31	53%	43	75%	31	70%	34	62%	38	70%	35	76%	55	71%	57	73%
Eastern	38	72%	25	57%	21	60%	25	52%	31	66%	45	83%	35	67%	30	75%	29	71%	23	61%
Southwest	18	86%	18	58%	15	75%	24	75%	17	68%	18	62%	15	63%	13	62%	27	59%	19	61%
State	497	73%	341	68%	283	64%	286	61%	250	65%	309	66%	280	64%	255	62%	309	67%	247	63%

7. Number and Percent of children with prior custody episodes within 6, 12, and 18 months.

		1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Northern	6 mos	10	9%	10	8%	17	13%	18	15%	10	8%	10	12%	13	10%	10	6%	14	10%	9	8%
	12 mos	13	12%	23	17%	24	18%	20	17%	13	11%	21	25%	17	13%	25	19%	20	14%	15	14%
	18 mos	17	16%	24	8%	29	22%	25	21%	15	12%	21	25%	21	16%	27	21%	22	16%	17	16%
Salt Lake	6 mos	6	4%	15	8%	10	6%	5	2%	8	5%	16	10%	10	5%	11	6%	14	9%	4	4%
	12 mos	8	14%	23	12%	17	10%	21	12%	15	9%	23	14%	18	9%	13	7%	22	14%	5	5%
	18 mos	14	9%	29	15%	20	11%	23	13%	16	9%	25	16%	22	11%	14	8%	23	15%	9	8%
Western	6 mos	3	7%	1	2%	1	2%	4	9%	1	1%	6	8%	2	4%	2	3%	11	17%	1	2%
	12 mos	3	7%	5	9%	2	4%	7	16%	2	3%	6	8%	3	5%	8	13%	14	21%	4	7%
	18 mos	4	9%	6	11%	4	7%	7	16%	2	3%	10	13%	6	11%	8	13%	14	21%	4	7%
Eastern	6 mos	6	13%	3	4%	2	4%	2	5%	6	12%	2	5%	3	6%	2	4%	4	9%	2	4%
	12 mos	12	26%	4	7%	4	8%	3	8%	8	17%	5	13%	4	9%	4	13%	6	13%	9	2%
	18 mos	13	28%	4	7%	6	12%	5	13%	8	17%	6	16%	5	11%	4	13%	6	12%	12	2%
Southwest	6 mos	1	4%	3	10%	2	8%	1	5%	2	4%	0	0%	0	0%	2	4%	0	0%	1	5%
	12 mos	1	4%	4	14%	3	12%	1	5%	2	4%	0	0%	1	3%	4	8%	1	8%	1	5%
	18 mos	2	8%	4	14%	6	25%	2	9%	5	11%	1	3%	1	3%	4	8%	1	8%	3	1%

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State	6 mos	26	7%	32	7%	32	8%	30	7%	27	6%	34	9%	28	6%	25	6%	43	10%	17	5%	
	12 mos	37	10%	59	12%	50	12%	52	13%	40	8%	55	14%	43	9%	51	11%	63	15%	34	10%	
	18 mos	50	13%	67	14%	65	15%	62	15%	46	10%	63	16%	55	12%	54	12%	66	16%	45	13%	

8. Average months in care of cohorts of children in out-of-home care by goal, ethnicity and sex. Workers have 45 days to establish a goal and enter it in SAFE. Cases that were closed prior to a goal being established are not reported under this trend.

	1st QT 2001	2nd QT 2001	3rd QT 2001	4th QT 2001	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003												
Adoption																						
Northern	18	19	24	18	14	20	13	19	18	14												
Salt Lake Valley	19	31	23	26	21	26	24	25	23	16												
Western	21	17	19	18	10	9	6	20	16	26												
Eastern	34	26	0	41	17	15	18	14	16	10												
Southwest	7	15	16	24	11	20	17	13	11	21												
State	18	25	23	23	18	22	15	21	20	16												
Guardianship																						
Northern	22	19	27	3	0	12	8	9	6	18												
Salt Lake Valley	18	14	21	22	23	19	16	29	23	18												
Western	59	20	5	42	10	3	68	15	26	11												
Eastern	16	6	14	0	0	13	0	53	32	60												
Southwest	17	0	0	6	5	48	0	2	13	11												
State	28	14	22	22	17	17	24	24	21	18												
Independent Living																						
Northern	35	19	26	41	49	30	28	26	43	39												
Salt Lake Valley	29	46	37	31	42	23	36	30	38	47												
Western	36	44	23	12	42	33	45	26	22	20												
Eastern	10	26	15	10	25	38	47	22	45	45												
Southwest	18	12	73	15	0	24	13	28	11	29												
State	30	36	33	26	43	27	37	27	37	41												
Individualized Permanency Plan																						
Northern	21	28	27	32	25	49	20	47	30	31												
Salt Lake Valley	47	38	32	56	36	34	22	41	37	33												
Western	48	18	34	30	66	11	0	0	26	0												
Eastern	35	47	27	19	26	23	26	21	11	15												
Southwest	37	6	26	49	0	41	13	17	20	26												
State	41	33	30	38	36	33	22	37	32	29												
Return Home																						
Northern	12	11	8	9	8	7	9	9	11	10												
Salt Lake Valley	13	14	11	10	11	10	10	11	12	11												
Western	10	9	9	10	6	6	7	10	7	8												
Eastern	11	5	10	8	8	13	7	9	8	5												

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Southwest	7	8	11	7	6	11	5	7	11	10										
State	12	11	10	9	9	9	9	10	11	9										
Average length of stay of children in custody by ethnicity. Data is average number of months.																				
	1st QT-01	2nd QT-01	3rd QT-01	4th QT-01	1st QT-02	2nd QT-02	3rd QT-02	4th QT-02	1st QT-03	2nd QT-03										
African American																				
Northern	3	25	6	24	12	15	8	0	30	12										
Salt Lake Valley	27	36	19	29	32	27	36	9	17	16										
Western	52	3	7	3	0	0	2	0	10	5										
Eastern	0	0	0	0	0	0	0	0	12	1										
Southwest	0	0	0	29	0	0	0	0	0	0										
State	19	55	20	25	30	21	15	9	18	14										
American Indian/Alaska Native																				
Northern	4	0	24	23	0	0	1	11	7	14										
Salt Lake Valley	11	23	16	21	17	11	5	5	23	3										
Western	11	21	10	1	9	0	67	10	11	0										
Eastern	27	32	11	2	19	36	11	22	33	9										
Southwest	30	11	0	0	0	42	0	12	12	32										
State	21	28	10	16	17	20	17	15	19	14										
Asian																				
Northern	9	36	0	0	73	0	0	16	0	0										
Salt Lake Valley	7	19	0	0	13	38	4	7	0	10										
Western	0	0	0	0	57	0	0	21	0	0										
Eastern	0	0	0	0	0	0	0	0	0	0										
Southwest	0	0	0	0	0	0	0	0	0	0										
State	6	26	0	0	31	38	4	13	0	10										
Caucasian																				
Northern	9	10	9	9	20	14	9	10	8	9										
Salt Lake Valley	20	23	20	24	25	24	17	20	19	18										
Western	22	11	13	12	28	9	16	12	12	12										
Eastern	17	11	10	18	12	14	17	10	11	9										
Southwest	12	8	19	14	4	27	6	14	12	13										
State	21	22	21	17	21	19	13	14	14	13										
Hispanic																				
Northern	7	8	9	9	7	13	6	10	7	6										
Salt Lake Valley	14	14	16	12	15	14	14	13	18	13										
Western	9	5	4	19	7	4	9	25	6	4										
Eastern	6	3	4	4	12	0	7	1	14	20										
Southwest	5	8	16	6	0	10	7	3	5	24										
State	11	10	14	11	12	12	10	12	11	9										
Other/Unknown																				
Northern	10	9	11	6	7	8	5	12	13	45										

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Salt Lake Valley	9	11	14	10	12	10	12	16	15	15												
Western	18	12	9	11	15	7	12	0	16	18												
Eastern	5	0	5	13	10	8	7	6	0	0												
Southwest	11	3	48	12	5	7	3	13	6	0												
State	14	9	9	9	10	9	9	14	14	18												
Pacific Islander																						
Northern	0	31	0	16	0	0	0	0	0	0												
Salt Lake Valley	17	18	4	8	0	12	3	10	21	11												
Western	0	0	0	0	0	0	0	0	1	16												
Eastern	0	38	0	0	0	0	0	0	0	10												
Southwest	0	0	0	0	0	0	0	18	0	0												
State	17	14	2	17	0	12	3	14	11	9												
Average number of months children in custody by sex																						
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003			
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Northern	8	9	10	11	9	9	9	9	12	10	12	12	7	7	11	10	7	9	10	8		
Salt Lake Valley	16	16	22	18	17	18	17	20	21	17	16	17	14	15	16	17	18	19	14	16		
Western	16	21	10	13	13	10	12	13	24	13	6	8	20	9	12	15	11	11	8	9		
Eastern	21	9	21	8	8	9	10	15	10	13	12	16	12	12	11	13	15	15	4	16		
Southwest	13	11	8	6	12	14	13	14	5	4	22	17	6	5	10	14	10	11	14	17		
State	14	14	15	14	13	12	14	14	18	13	14	14	12	12	13	14	13	14	11	14		
9. Percent of CPS investigations initiated within the time period mandated by state or local statute, regulation, or policy.																						
		1st QT 2001		2nd QT 2001	3rd QT 2001	4th QT 2001	1st QT 2002	2nd QT 2002	3rd QT 2002	4th QT 2002	1st QT 2003	2nd QT 2003										
Northern	priority 1	100%	Priority 1	50%	100%	100%	100%	100%	100%	100%	n/a*	100%										
	priority 2	92%	Priority 2	94%	88%	88%	89%	91%	92%	88%	88%	92%										
	priority 3	75%	Priority 3	80%	82%	77%	72%	75%	72%	75%	73%	67%										
	priority 4		Priority 4							74%	78%	83%										
Salt Lake	priority 1	92%	Priority 1	93%	86%	87%	95%	91%	85%	81%	88%	90%										
	priority 2	87%	Priority 2	92%	89%	88%	90%	91%	90%	91%	88%	89%										
	priority 3	71%	Priority 3	71%	74%	73%	69%	69%	69%	70%	68%	71%										
	priority 4		Priority 4							77%	74%	73%										
Western	priority 1	100%	Priority 1	86%	100%	86%	96%	79%	90%	90%	97%	96%										

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	priorit y 2	87%	Priority 2	91%	88%	83%	89%	88%	90%	81%	74%	87%									
	priorit y 3	58%	Priority 3	61%	65%	55%	55%	53%	56%	54%	57%	60%									
	priority 4		Priority 4							61%	56%	62%									
Eastern	priorit y 1	79%	Priority 1	80%	88%	79%	100%	100%	80%	67%	88%	93%									
	priorit y 2	91%	Priority 2	85%	93%	89%	89%	96%	81%	85%	76%	87%									
	priorit y 3	84%	Priority 3	87%	92%	93%	90%	90%	94%	91%	89%	88%									
	priority 4		Priority 4							78%	95%	83%									
Southwest	priorit y 1	95%	Priority 1	80%	100%	100%	100%	92%	64%	100%	100%	88%									
	priorit y 2	90%	Priority 2	85%	88%	92%	91%	85%	90%	83%	87%	93%									
	priorit y 3	75%	Priority 3	85%	87%	86%	88%	87%	87%	85%	84%	89%									
	priority 4		Priority 4							93%	96%	98%									
State	priorit y 1	93%	Priority 1	88%	92%	86%	96%	89%	82%	83%	91%	91%									
	priorit y 2	89%	Priority 2	92%	89%	88%	90%	90%	90%	88%	86%	90%									
	priorit y 3	70%	Priority 3	74%	77%	74%	71%	70%	71%	72%	70%	72%									
	priority 4		Priority 4							75%	73%	75%									

*Northern had no priority 1 referrals in 1st quarter.

10. Percent of children experiencing fewer than three placement changes within an Out-of-Home Care service episode.

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Northern	75	68%	87	62%	89	62%	106	75%	80	73%	76	73%	94	73%	92	73%	120	80%	76	70%	
Salt Lake	109	46%	98	49%	85	45%	90	49%	89	46%	86	46%	107	53%	111	56%	110	50%	91	59%	
Western	29	64%	28	49%	19	46%	45	67%	49	63%	47	78%	28	55%	36	68%	34	61%	51	71%	
Eastern	32	64%	37	69%	33	73%	22	58%	32	61%	25	56%	27	68%	35	63%	28	65%	27	77%	
Southwest	20	59%	15	54%	12	67%	8	42%	15	60%	11	46%	11	55%	17	74%	16	57%	12	38%	
State	265	54%	265	55%	238	55%	271	60%	265	58%	245	58%	267	61%	291	64%	308	62%	258	64%	

11. Number and percent of children in placement by order of restrictiveness. Point-in-time: last day of the report period.

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Residential Treatment																					
Northern	34	8%	29	7%	26	6%	27	7%	27	7%	32	8%	35	9%	35	9%	27	7%	28	7%	
Salt Lake Valley	99	9%	102	9%	101	9%	109	10%	110	10%	108	10%	122	12%	134	13%	122	13%	122	14%	

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Western	16	7%	21	10%	19	8%	18	8%	19	9%	23	10%	20	8%	88	8%	16	6%	19	7%	
Eastern	19	9%	22	10%	23	10%	18	8%	21	10%	15	7%	20	9%	93	6%	15	7%	18	8%	
Southwest	5	5%	6	6%	6	6%	4	4%	7	6%	11	8%	10	7%	52	5%	6	6%	6	6%	
State	173	9%	180	9%	175	8%	176	9%	184	9%	189	9%	207	10%	209	10%	186	10%	193	10%	
Group Home																					
Northern	9	2%	9	2%	14	3%	8	2%	9	2%	9	2%	8	2%	11	3%	11	3%	16	4%	
Salt Lake Valley	63	6%	65	6%	58	5%	55	5%	53	5%	49	5%	52	5%	50	5%	58	6%	68	7%	
Western	5	2%	8	4%	6	3%	7	3%	6	3%	8	4%	8	3%	7	3%	5	2%	5	2%	
Eastern	4	2%	8	4%	6	3%	4	2%	5	2%	4	2%	5	2%	5	2%	6	3%	6	3%	
Southwest	3	3%	3	3%	3	3%	2	2%	5	4%	3	2%	3	2%	3	2%	1	1%	2	2%	
State	84	4%	93	4%	87	4%	76	4%	78	4%	73	4%	76	4%	76	4%	81	4%	97	5%	
Treatment Foster Homes																					
Northern	111	25%	111	26%	115	27%	114	29%	117	29%	115	29%	123	30%	127	32%	130	33%	133	34%	
Salt Lake Valley	259	24%	238	22%	229	21%	211	20%	221	21%	49	20%	234	22%	239	23%	219	23%	223	25%	
Western	60	27%	69	31%	86	37%	81	38%	67	31%	80	35%	79	33%	88	35%	93	34%	92	36%	
Eastern	71	33%	68	31%	74	33%	76	34%	77	36%	73	36%	82	38%	93	44%	97	44%	89	39%	
Southwest	32	34%	38	40%	38	40%	46	45%	55	46%	52	40%	55	38%	52	39%	52	44%	47	44%	
State	533	26%	524	26%	542	26%	528	26%	537	27%	545	27%	573	28%	599	29%	591	30%	584	31%	
Family Foster Home																					
Northern	236	54%	232	54%	231	55%	212	53%	233	57%	204	52%	214	52%	193	48%	182	47%	196	51%	
Salt Lake Valley	537	51%	574	53%	572	53%	572	54%	559	52%	531	54%	546	52%	505	49%	469	48%	428	47%	
Western	133	60%	112	51%	113	48%	90	42%	106	50%	112	49%	131	54%	120	48%	137	50%	133	52%	
Eastern	117	54%	114	53%	114	51%	122	54%	108	51%	112	55%	107	49%	100	47%	102	46%	120	52%	
Southwest	50	53%	47	49%	47	50%	49	47%	47	38%	56	44%	67	47%	63	47%	39	33%	42	39%	
State	1073	53%	1079	53%	1077	53%	1045	52%	1053	52%	1015	51%	1065	52%	981	48%	929	47%	919	48%	
Other																					
Northern	47	11%	50	12%	36	9%	41	11%	28	7%	36	9%	34	8%	39	10%	43	11%	20	5%	
Salt Lake Valley	109	10%	102	9%	117	11%	122	11%	132	12%	142	12%	99	9%	112	11%	107	11%	81	9%	
Western	9	4%	11	5%	10	4%	18	8%	15	7%	9	4%	5	2%	14	6%	23	9%	9	3%	
Eastern	3	2%	5	2%	7	3%	8	4%	5	5%	1	1%	4	2%	1	0%	1	0%	5	2%	
Southwest	4	4%	1	1%	1	1%	4	4%	9	7%	9	7%	8	6%	10	7%	20	17%	10	9%	
State	172	9%	169	8%	171	9%	193	10%	189	9%	197	10%	150	7%	176	9%	194	10%	125	7%	
12. Number and percent of all children younger than five years exiting custody in year who did not attain permanency within six months by closure reason.																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Adoption final																					
Northern	14	58%	29	81%	12	57%	10	36%	11	61%	9	53%	13	76%	12	63%	18	72%	3	23%	
Salt Lake Valley	22	55%	35	69%	33	61%	21	50%	26	63%	38	70%	17	55%	29	56%	28	22%	26	67%	
Western	1	17%	9	64%	9	60%	10	71%	2	25%	1	25%	0	0%	8	73%	7	14%	4	50%	
Eastern	0	0%	9	90%	2	50%	2	100%	3	38%	5	46%	2	40%	1	11%	1	30%	1	100%	
Southwest	2	22%	3	50%	0	0%	1	25%	3	100%	4	67%	1	100%	4	67%	4	10%	7	88%	
State	39	48%	85	73%	56	60%	44	49%	45	58%	57	62%	33	58%	54	56%	58	73%	41	59%	

Eastern Region Report

Custody Returned to Parents

Northern	9	38%	5	14%	7	33%	16	57%	7	39%	8	47%	4	24%	5	26%	7	28%	7	54%		
Salt Lake	13	33%	11	22%	16	30%	16	38%	12	29%	11	20%	11	35%	20	38%	6	14%	11	28%		
Western	5	83%	4	29%	1	7%	2	14%	4	50%	3	75%	3	100%	3	27%	4	9%	2	25%		
Eastern	1	50%	1	10%	2	50%	0	0%	4	50%	5	46%	3	60%	1	11%	2	67%	0	0		
Southwest	7	78%	1	17%	0	0%	2	50%	0	0%	2	33%	0	0%	2	33%	0	0%	1	13%		
State	35	43%	22	19%	26	28%	36	40%	27	35%	29	32%	21	37%	31	32%	19	24%	21	30%		

Custody Returned to Relative/Guardian

Northern	1	4%	1	3%	2	10%	2	7%	0	0%	0	0%	0	0%	2	11%	0	0%	3	23%		
Salt Lake	4	10%	5	10%	5	9%	5	12%	3	7%	4	7%	3	10%	3	6%	1	3%	2	5%		
Western	0	0%	1	7%	5	33%	2	14%	2	25%	0	0%	0	0%	0	0%	0	0%	2	25%		
Eastern	0	0%	0	0%	0	0%	0	0%	1	13%	0	0%	0	0%	6	67%	0	0%	0	0		
Southwest	0	0%	2	33%	0	0%	1	25%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0		
State	5	6%	9	8%	12	13%	10	11%	6	8%	4	4%	3	5%	11	11%	1	1%	7	10%		

Custody to Foster Parent

Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	2	5%	0	0%		
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Eastern	1	50%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%	1	11%	0	0%	0	0%		
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
State	1	1%	0	0%	0	0%	0	0%	0	0%	2	2%	0	0%	1	1%	2	3%	0	0%		

Death

Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Salt Lake	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
State	1	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		

13. Number and percent of all children exiting custody in year who did not attain permanency within six months by closure reason.

	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Adoption final																						
Northern	22	40%	38	50%	22	37%	24	35%	17	32%	22	41%	20	37%	24	43%	25	43%	8	14%		
Salt Lake Valley	29	17%	5	34%	45	32%	35	30%	38	28%	51	41%	22	18%	48	37%	46	30%	39	37%		
Western	2	6%	13	34%	9	32%	14	35%	2	5%	4	19%	5	26%	11	31%	8	30%	7	21%		
Eastern	1	4%	10	40%	2	12%	3	14%	5	17%	5	17%	2	10%	1	4%	1	5%	1	10%		
Southwest	2	10%	4	24%	1	14%	3	21%	3	43%	7	35%	1	13%	4	29%	6	30%	12	41%		
State	56	18%	70	37%	79	30%	79	31%	65	24%	89	36%	50	22%	88	33%	86	31%	67	29%		
Emancipation																						
Northern	8	14%	9	12%	4	7%	5	7%	14	26%	5	9%	1	2%	11	20%	8	14%	5	9%		
Salt Lake Valley	26	15%	24	16%	13	10%	26	23%	20	15%	13	10%	25	20%	16	12%	30	19%	11	10%		
Western	12	33%	4	11%	2	7%	3	8%	8	19%	3	14%	5	26%	6	17%	3	11%	3	9%		
Eastern	4	15%	6	24%	4	24%	5	24%	4	14%	3	10%	3	14%	7	25%	7	37%	0	0%		
Southwest	3	14%	1	6%	3	43%	1	7%	0	0%	2	10%	1	13%	2	14%	2	10%	2	7%		
State	53	17%	44	14%	26	9%	40	16%	46	17%	26	11%	35	16%	42	16%	50	18%	21	9%		

Eastern Region Report

Returned to parents																					
Northern	18	31%	17	22%	21	36%	32	47%	17	32%	23	43%	20	37%	12	21%	23	39%	27	50%	
Salt Lake Valley	82	49%	47	32%	51	36%	42	37%	49	36%	42	34%	54	20%	48	37%	56	36%	37	35%	
Western	13	36%	14	37%	5	18%	14	35%	16	37%	12	57%	6	32%	15	42%	10	37%	16	48%	
Eastern	14	54%	4	16%	8	47%	7	33%	11	38%	15	52%	11	52%	9	32%	7	37%	2	20%	
Southwest	15	71%	7	41%	2	29%	9	64%	4	57%	8	40%	4	50%	6	43%	10	50%	11	38%	
State	142	46%	89	28%	87	34%	104	40%	97	36%	100	40%	95	42%	90	34%	106	38%	93	40%	
Custody to relative/guardian																					
Northern	7	12%	6	8%	9	15%	4	5%	4	8%	1	2%	10	19%	6	11%	2	3%	11	20%	
Salt Lake Valley	13	8%	12	8%	14	10%	8	7%	20	15%	11	9%	16	13%	11	8%	9	6%	10	10%	
Western	5	14%	6	16%	11	39%	8	20%	10	23%	2	10%	0	0%	2	6%	5	19%	6	18%	
Eastern	2	8%	1	4%	3	18%	3	14%	7	24%	3	10%	1	5%	8	29%	3	16%	3	30%	
Southwest	1	5%	5	29%	0	14%	1	7%	0	0%	1	5%	0	0%	0	0%	2	10%	3	10%	
State	28	9%	30	10%	37	15%	24	9%	41	41%	18	7%	27	12%	27	10%	21	8%	33	14%	
Custody to youth corrections																					
Northern	1	2%	4	5%	0	0%	3	4%	0	0%	0	0%	2	4%	2	4%	0	0%	1	2%	
Salt Lake Valley	12	7%	4	3%	10	7%	2	2%	6	4%	5	4%	2	2%	6	5%	4	3%	1	1%	
Western	2	6%	0	0%	0	0%	1	3%	4	9%	0	0%	2	11%	1	3%	1	4%	0	0%	
Eastern	3	12%	1	4%	0	0%	2	10%	1	4%	1	4%	2	10%	0	0%	1	5%	2	20%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	1	5%	1	13%	1	8%	0	0%	1	3%	
State	18	6%	9	3%	10	4%	8	3%	11	4%	7	3%	9	4%	10	4%	6	2%	5	2%	
Custody to foster parent																					
Northern	1	2%	0	0%	0	0%	0	0%	1	2%	3	6%	1	2%	1	2%	1	2%	0	0%	
Salt Lake Valley	4	2%	8	5%	7	5%	2	2%	0	0%	3	2%	1	1%	0	0%	8	5%	5	5%	
Western	2	6%	0	0%	0	0%	0	0%	3	7%	0	0%	1	5%	1	3%	0	0%	1	3%	
Eastern	2	8%	3	12%	0	0%	1	5%	1	4%	1	4%	2	10%	3	11%	0	0%	2	20%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	
State	9	3%	11	4%	7	3%	3	1%	5	2%	8	3%	5	2%	5	2%	9	3%	8	3%	
Death																					
Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake Valley	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	7%	0	0%	0	0%	
State	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	1%	0	0%	0	0%	
Non-petitional release																					
Northern	1	2%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	4%	
Salt Lake Valley	0	0%	2	1%	1	1%	0	0%	4	3%	0	0%	3	3%	0	0%	0	0%	2	2%	
Western	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	1%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	13%	0	0%	0	0%	0	0%	
State	1	0%	3	1%	2	2%	0	0%	4	2%	1	0%	4	2%	0	0%	0	0%	4	2%	

Eastern Region Report

Child Ran Away																					
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake Valley	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	
Western	0	0%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
State	0	0%	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	
Voluntary custody terminated																					
Northern	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake Valley	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
State	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
14. Number and percent of children age 18 or older, exiting care by education level.																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Attending School																					
Northern									3	23%	1	20%	1	100%	3	20%	1	13%	0	0%	
Salt Lake									12	46%	7	41%	14	52%	12	60%	12	44%	6	50%	
Western									1	14%	2	50%	2	33%	3	33%	4	57%	0	0%	
Eastern									0	0%	0	0%	1	33%	0	0%	3	33%	0	0%	
Southwest									0	0%	0	0%	0	0%	1	50%	0	0%	0	0%	
State									16	31%	10	29%	18	46%	19	36%	20	65%	0	0%	
Graduated																					
Northern									0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake									3	12%	0	0%	0	0%	0	0%	0	0%	0	0%	
Western									1	14%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern									0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest									0	0%	0	0%	0	0%	1	50%	0	0%	0	0%	
State									4	8%	0	0%	0	0%	1	2%	0	0%	0	0%	
Not in School*																					
Northern									1	8%	0	0%	0	0%	0	0%	0	0%	0	0%	
Salt Lake									1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	
Western									0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Eastern									0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest									0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	
State									2	4%	0	0%	0	0%	0	0%	0	0%	0	0%	
Data Not Entered in System																					
Northern									9	69%	4	80%	0	0%	13	87%	7	88%	7	100%	
Salt Lake									10	38%	10	59%	13	48%	8	40%	15	56%	5	50%	
Western									5	71%	2	50%	4	67%	6	67%	3	43%	3	100%	
Eastern									5	100%	6	100%	2	67%	7	100%	7	78%	n/a	0%	
Southwest									0	0%	3	100%	2	100%	0	0%	3	100%	2	100%	
State									29	57%	25	71%	21	54%	34	64%	35	65%	17	77%	

*Not in school means dropped out, suspended or expelled.

Eastern Region Report

15. Number of children in custody who are legally freed for adoption and the percent who are placed in an adoptive home within six months. (Outcomes II.D.1)																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Northern									25	56%	24	46%	29	52%	10	43%	8	40%	25	44%	
Salt Lake									74	32%	59	22%	75	41%	24	33%	16	26%	52	12%	
Western									2	0%	5	60%	5	60%	3	75%	2	67%	2	50%	
Eastern									0	0%	1	0%	3	0%	1	25%	0	0%	5	40%	
Southwest									8	88%	4	100%	4	75%	3	50%	7	88%	6	83%	
State									109	41%	93	33%	116	45%	41	38%	33	34%	90	28%	
16. Number and Percent of adoption placements that disrupt before finalization.																					
	1st QT 2001		2nd QT 2001		3rd QT 2001		4th QT 2001		1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Northern	2	2%	1	1%	1	2%	1	2%	2	3.92%	1	2%	0	0%	2	4%	0	0%	3	8%	
Salt Lake	6	4%	4	2%	1	1%	1	1%	0	0%	1	1%	0	0%	0	0%	0	0%	2	3%	
Western	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	7%	0	0%	0	0%	
Eastern	0	0%	0	0%	0	0%	0	0%	1	7.14%	0	0%	0	0%	0	0%	0	0%	0	0%	
Southwest	0	0%	0	0%	0	0%	0	0%	1	1.09%	0	0%	0	0%	1	11%	0	0%	0	0%	
State	9	3%	5	2%	2	1%	2	1%	4	2.27%	0	1%	0	0%	4	2%	0	0%	5	4%	